

**City of Saint Paul**  
**Project Manager Job Family Competency Matrix – October 21, 2008**

(Each competency builds upon the other as the class series progresses.)

Effective Date: October 24, 2008

Classification Titles	<b>Project Manager</b> Occupation Code: 381B BU: 06, Grade: 10 <a href="#">Salary Info</a>	<b>Senior Project Manager</b> Occupation Code: 382B BU: 06, Grade: 16 <a href="#">Salary Info</a>	<b>Principal Project Manager</b> Occupation Code: 383B BU: 06, Grade: 22 <a href="#">Salary Info</a>
<b>General Duty Statement</b>	<p>Performs entry-level professional work in coordinating, promoting, facilitating, and preparing proposals and loans for industrial, commercial, housing, and real estate projects.</p> <p>Directs development, real estate, or capital projects. Researches financial packages for projects, establishes and monitors project schedules, and develops budgets. Provides technical assistance and researches development, real estate, or capital project opportunities for the City and for commercial, industrial, or residential developers. Reviews development proposals and negotiates contracts. Performs related duties as required.</p>	<p>Performs advanced-level professional work in coordinating, promoting, facilitating, and preparing proposals and loans for complex industrial, commercial, housing, or real estate projects.</p> <p>Directs development, real estate, or capital projects. Researches financial packages for projects, establishes and monitors project schedules, and develops budgets. Administrates contracts with outside parties to produce work products for specific projects. Provides technical assistance and researches development, real estate, or capital projects for the City and for commercial, industrial, or residential developers. Coordinates the efforts of designers, real estate agents, community service commissions, legal consultants for the City, and others in order to develop project proposals. Performs related duties as required.</p>	<p>Performs expert-level professional work in directing, reviewing, promoting, facilitating, and preparing proposals and loans for extremely complex industrial, commercial, housing, or real estate projects.</p> <p>Manages development, real estate, or capital projects. Plans, organizes, establishes priorities and delegates the work of employees involved in development, real estate, or capital projects. Supervises and monitors all phases of development and real estate projects or financial programs in order to ensure that the City plans and policies are followed. Provides training and professional development to assigned project staff. Coordinates the efforts of designers, real estate agents, community service commissions, legal consultants for the City, and others in order to develop project proposals. Performs related duties as required.</p>
<b>Supervision Received</b>	Works under the technical, general, and/or administrative supervision of a unit or division manager.	Works under the general and/or administrative supervision and direction of a manager or a department director.	Works under the general supervision of a unit, division, or department director.
<b>Supervision Exercised</b>	May exercise technical supervision over lower-level support, technical, or professional staff.	Exercises technical, general, and/or administrative supervision over assigned staff.	Exercises general and/or technical supervision through lower-level supervisors, professional, technical, and administrative support employees.

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Shared Competencies	Project Manager	Senior Project Manager	Principal Project Manager
<b>Technical Expertise, Technology Used, and Work Methods</b>	<p>Demonstrates an understanding of the basic principles, terms, procedures, and practices of project administration, including familiarity with cost and quantitative analysis techniques, legal documentation, research principles, information systems, department policies, and applicable regulations and laws.</p> <p>Demonstrates an ability to apply these techniques and principles to resolve routine and complex problems associated with the work.</p> <p>Demonstrates an ability to identify basic risks and liability implications and refer issues to supervisory personnel.</p> <p>Demonstrates an ability to identify improvements in work methods and an ability to apply said improvements to the daily work.</p> <p>Demonstrates a full understanding of software applications applicable to the work being performed. Demonstrates an ability to use software applications, office equipment, and related tools to perform routine and difficult work assignments.</p>	<p>Demonstrates an advanced understanding of the principles, terms, procedures, and practices of project administration, including familiarity with cost and quantitative analysis techniques, legal documentation, research principles, information systems, department policies, and applicable regulations and laws.</p> <p>Demonstrates an advanced ability to apply these techniques and principles to resolve routine and more complex problems associated with the work.</p> <p>Demonstrates an ability to identify less obvious risks and liability implications, address the risks and liabilities identified, and refer legal issues to upper-level managers.</p> <p>Demonstrates an advanced ability to identify improvements in work methods. Demonstrates an advanced ability to apply improvements to the daily work and assist others in implementing more complex improvements.</p> <p>Demonstrates an advanced understanding of software applications applicable to the work being performed. Demonstrates an ability to use software applications, office equipment, and related tools to perform routine and more difficult work assignments. Demonstrates an ability to train or assist others in using applications.</p>	<p>Demonstrates an expert understanding of the principles, terms, procedures, and practices of project administration, including familiarity with cost and quantitative analysis techniques, legal documentation, research principles, information systems, department policies, and applicable regulations and laws.</p> <p>Demonstrates an expert ability to apply these techniques and principles to resolve routine problems associated with the work and assist others in doing the same.</p> <p>Demonstrates an expert ability to identify more complex risks and liability implications, address the risks and liabilities encountered, and refer complex legal issues to managerial personnel or the City Attorney's Office.</p> <p>Demonstrates an expert ability to identify improvements in work methods. Demonstrates an expert ability to apply improvements to daily work, influencing and assisting others in implementing the most complex improvements.</p> <p>Demonstrates an advanced understanding of software applications applicable to the work being performed. Demonstrates an ability to use software applications, office equipment, and related tools to perform complex work assignments and train or assist others in using applications.</p>

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Shared Competencies	Project Manager	Senior Project Manager	Principal Project Manager
<b>Problem Solving, Prioritization, Project and Program Management, Planning, and Finances</b>	<p>Demonstrates a full understanding of the priorities, goals, and objectives of the department. Demonstrates a full understanding of the departmental mission and vision and how to apply this understanding in daily work.</p>	<p>Demonstrates an advanced understanding of the priorities, goals, and objectives of the department. Demonstrates an advanced understanding of the departmental mission and vision and how to apply this understanding in daily work.</p>	<p>Demonstrates an expert understanding of the priorities, goals, and objectives of the department. Demonstrates an expert understanding of the departmental mission and vision and how to apply in daily work or help others to connect daily work with the mission and vision.</p>
	<p>Demonstrates an ability to independently initiate, plan, and coordinate multiple projects ranging from the routine to the complex.</p>	<p>Demonstrates a full performance ability to independently initiate, plan, and coordinate multiple projects ranging from the routine to the more complex.</p>	<p>Demonstrates an expert ability to independently initiate, plan, and coordinate multiple projects ranging from the routine to the most complex. Demonstrates an expert ability to independently prioritize one's own work and the work of others. Demonstrates an expert ability to finalize terms and conditions of complex development transactions.</p>
	<p>Demonstrates an ability to gather, analyze, and interpret complex information, follow complex instructions, and effectively resolve a full range of challenges associated with the work.</p>	<p>Demonstrates an advanced ability to independently prioritize one's own work and the work of others. Demonstrates an advanced ability to gather, analyze, and interpret complex information, follow complex instructions, and effectively resolve a full range of complex challenges associated with the work.</p>	<p>Demonstrates an expert ability to effectively and thoroughly analyze and organize detailed, complex, and confidential information. Demonstrates an expert ability to identify and resolve the most complex challenges associated with assigned project and program work.</p>
	<p>Demonstrates an ability to conduct work flow analysis and identify and use appropriate materials, methods, and resources necessary to complete the assignments associated with the work assigned. Demonstrates an ability to effectively and thoroughly analyze and organize detailed, complex, and confidential information.</p>	<p>Demonstrates an advanced ability to conduct work flow analysis and identify and use appropriate materials, methods, and resources necessary to complete more complex assignments associated with the work assigned.</p>	<p>Demonstrates an expert ability to plan, coordinate, monitor, and manage staff. Demonstrates an advanced ability to be flexible and adaptable to changes in work assignments. Demonstrates an expert ability to lead others in assigned tasks.</p>
	<p>Demonstrates an ability to plan, coordinate, monitor, and manage projects and meet deadlines. Demonstrates an ability to develop factors for measuring project success in assigned area of responsibility.</p>	<p>Demonstrates an advanced ability to plan, coordinate, monitor, and manage staff associated with projects and programs. Demonstrates an advanced ability to coordinate multiple projects simultaneously.</p> <p>Demonstrates an advanced ability to develop factors for measuring success in an assigned area of responsibility.</p>	<p>Demonstrates an ability to coach employees in problem solving and decision making techniques to achieve desired results.</p>

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<b>Communication</b>	Demonstrates a full performance ability to effectively listen, speak, write, and interact tactfully in a work group or with the public. Demonstrates verbal and written ability to work collaboratively with citizens, developers, and departmental staff. Demonstrates an ability to respond to a variety of complaints in verbal and written form.	Demonstrates an advanced ability to effectively listen, speak, write, and interact tactfully in both a work and public setting. Demonstrates an ability to respond to a variety of complex complaints in verbal and written form. Demonstrates an ability to consistently follow complex oral and written instructions from higher-level supervisors or management staff.	Demonstrates an expert ability to effectively listen, speak, write, and interact tactfully in both a work and public setting. Demonstrates both verbal and written ability to work collaboratively with employees, developers, citizens, and other customers. Demonstrates an ability to respond to a variety of complex complaints in verbal and written form.
	Demonstrates an ability to consistently follow complex oral and written instructions from supervisors or departmental staff.	Demonstrates an advanced ability to effectively communicate with a diverse group of employees, developers, public officials, and the public in a cooperative, non-argumentative manner, using calm and moderate tones and appropriate language.	Demonstrates an expert ability to effectively communicate with a diverse group of employees, developers, public officials, and the public in a cooperative, non-argumentative manner, using calm and moderate tones and appropriate language.
	Demonstrates an ability to communicate with a diverse group of coworkers, supervisors, and the public in a cooperative, non-argumentative manner, using calm and moderate tones and appropriate language.	Demonstrates an advanced ability to develop positive working relationships and an ability to influence internal and external customers, including developers, interest groups, and the general public. Demonstrates an ability to diffuse a hostile situation and manage conflict appropriately.	Demonstrates an expert ability to coordinate and develop positive working relationships and an ability to influence internal and external customers, including developers, interest groups, and the general public.
	Demonstrates an ability to coordinate and develop positive working relationships and an ability to influence internal and external customers. Demonstrates an ability to diffuse a hostile situation and manage conflict appropriately.	Demonstrates an ability to foster two-way communication and to listen and be open to others' views or suggestions.	Demonstrates an ability to diffuse a hostile situation and manage conflict appropriately. Demonstrates an expert ability to foster two-way communication, to seek out, listen, and be open to others' views or suggestions.
	Demonstrates an ability to provide clear, sufficient, and timely information. Demonstrates a written and verbal ability to appropriately respond to information requests from internal and external customers. Demonstrates an ability to produce effective and readable technical reports, documents, and correspondence.	Demonstrates an advanced ability to provide clear, sufficient, and timely information. Demonstrates an advanced ability to produce timely, accurate, and effective reports and correspondence that are easily understood by the intended audience.	Demonstrates an expert ability to provide clear, sufficient, and timely information to assigned staff about plans, expectations, tasks, and activities. Demonstrates an advanced ability to produce timely, accurate, and effective reports and correspondence that are easily understood by the intended audience.

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<b>Teamwork, Leadership, and Management</b>	Demonstrates an ability to support the efforts of the entire team and the City by communicating and coordinating with internal staff and team members to effectively prioritize assigned tasks.	Demonstrates an advanced ability to support the efforts of the entire work team and the City by managing the efforts, behavior, and quality of the work produced personally and by the staff assigned.	Demonstrates an expert ability to support the efforts of the entire work team and the City by managing the efforts, behavior, and quality of the work produced personally and by the staff assigned.
	Demonstrates an ability to create and maintain a positive working environment by understanding the team members' capabilities and interests, sharing expertise with team members, and developing a trusting work relationship with the team members.	Demonstrates an advanced ability to create and maintain a positive working environment by understanding the team members' capabilities and interests, sharing expertise, and developing a trusting work relationship with the team members.	Demonstrates an expert ability to create and maintain a positive working environment by understanding the team members' capabilities and interests, sharing expertise, and developing a trusting work relationship with the team members.
	Demonstrates effective teamwork by being self-motivated, accepting and completing assignments within agreed-upon deadlines, and supporting department projects and programs.	Demonstrates effective team leadership by fostering a working environment that welcomes diversity, ensures cooperation, and promotes respect for all team members.	Demonstrates an expert ability to manage priorities and work performance to achieve desired results. Demonstrates effective team leadership by fostering a working environment that welcomes diversity, ensures cooperation, and promotes respect for all team members.
	Demonstrates team leadership by understanding specific roles, the work responsibilities of others, modeling appropriate team behavior, and assisting to maintain a positive and supportive work environment.	Demonstrates an advanced ability to manage priorities and work performance to achieve desired results. Demonstrates an advanced ability to establish and maintain a positive working relationship with one's co-workers and manager by supporting two-way communications and producing consistent results.	Demonstrates an ability to establish and maintain a positive working relationship with one's manager, other supervisors, and co-workers, producing consistent results, advocating for others when appropriate, and offering expertise to improve processes, systems, and the organization.
	Demonstrates an ability to guide co-workers to achieve desired results. Demonstrates an ability to be punctual, adaptable, and accountable in one's daily work assignments.	Demonstrates an advanced ability to model desired leader and team behaviors of punctuality, adaptability, and accountability for assigned work.	Demonstrates an expert ability to model desired leader and team behaviors of punctuality, adaptability, and accountability for assigned work.
	Demonstrates an ability to self manage one's time and appropriately prioritize work assignments.	Demonstrates an advanced ability to self manage one's time and appropriately prioritize work assignments.	Demonstrates an expert ability to self manage one's time and appropriately prioritize work assignments.
	Demonstrates an ability to make decisions independently and as a part of the group decision-making process.	Demonstrates an advanced ability to make decisions independently and as a part of the group decision-making process.	Demonstrates an expert ability to make decisions independently and as a part of the group decision-making process.



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<b>Customer Service</b>	<p>Demonstrates a full understanding of the department’s mission, vision, and associated customer-service standards. Demonstrates an ability to apply those in day-to-day work.</p> <p>Demonstrates an ability to serve as a positive example, suggest improvements to the standards, and encourage co-workers to meet and exceed the standards.</p> <p>Demonstrates an ability to promptly and appropriately respond to the most difficult requests for service from internal and external customers by resolving those issues as they arise and quickly responding to situations referred by less knowledgeable staff members.</p> <p>Demonstrates an ability to promote customer service excellence by recognizing and implementing effective customer service delivery strategies.</p> <p>Demonstrates a commitment to customer and quality service by communicating customer service philosophies and standards and guiding and orienting others in effective customer service strategies. Demonstrates an ability to encourage others to continually improve customer service.</p>	<p>Demonstrates an advanced understanding of the department’s mission, vision, and associated customer-service standards. Demonstrates an ability to assist management in establishing customer-service standards.</p> <p>Demonstrates an advanced ability to serve as a positive example, suggest and implement improvements to the standards, and encourage staff to meet and exceed the standards.</p> <p>Demonstrates an advanced ability to promptly and appropriately respond to the more difficult requests for service from internal and external customers resolving issues as they arise, and quickly responding to situations referred by less knowledgeable staff members.</p> <p>Demonstrates an advanced ability to promote customer service excellence by recognizing and implementing effective customer service delivery strategies suggested by co-workers or management.</p> <p>Demonstrates a commitment to customer and quality service by communicating customer service philosophies and standards and guiding and orienting others in effective customer service strategies. Demonstrates an ability to encourage others to continually improve customer service.</p>	<p>Demonstrates an expert understanding of the assigned department’s mission, vision, and associated customer-service standards. Demonstrates an advanced ability to establish customer-service standards, serve as a positive example, suggest and implement improvements to the standards, and hold staff accountable to meet and exceed the standards.</p> <p>Demonstrates an expert ability to promptly and appropriately respond to the most difficult requests for service from internal and external customers resolving issues as they arise and quickly responding to situations referred by less knowledgeable staff members.</p> <p>Demonstrates an expert ability to assist upper-level management in identifying customer service needs and establishing customer service standards by raising legitimate concerns received from staff members or the public. Demonstrates an expert ability to promote customer service excellence by recognizing and implementing effective customer service delivery strategies suggested by staff and management.</p> <p>Demonstrates a commitment to customer and quality service by communicating customer service philosophies and standards to staff and team members, Demonstrates an expert ability to train and coach others in effective customer service strategies and encourage others to continually improve customer service.</p>

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Requirements			
Education, Certificates, and Registrations	Project Manager Occupation Code: 381B BU: 06, Grade: 10	Senior Project Manager Occupation Code: 382B BU: 06, Grade: 16	Principal Project Manager Occupation Code: 383B BU: 06, Grade: 22
	<p>A Bachelor's Degree in Urban Planning, Economics, Finance, Real Estate, Marketing, Communications, Public Administration, Business Administration, Management, or a closely-related field.</p> <p>Some positions in this class may require reading, writing, and speaking fluently in a language other than English. Refer to the Job Announcement for specific language information.</p>	<p>A Bachelor's Degree in Urban Planning, Economics, Finance, Real Estate, Marketing, Communications, Public Administration, Business Administration, Management, or a related field, and two (2) years of experience as a Project Manager or four (4) years of experience in development project management area or equivalent.</p> <p>Some positions in this class may require reading, writing, and speaking fluently in a language other than English. Refer to the Job Announcement for specific language information.</p>	<p>A Bachelor's Degree in Urban Planning, Economics, Finance, Real Estate, Marketing, Communications, Public Administration, Business Administration, Management, or a related field, and two (2) years of experience as a Senior Project Manager.</p> <p>Some positions in this class may require reading, writing, and speaking fluently in a language other than English. Refer to the Job Announcement for specific language information.</p>